

DDA Registry  
FIC

DD/A Registry

76-6427

OTR 76-6913

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : Personnel Development/Training

REFERENCE : Memo from DDA to DDCI, dated  
1 November 1976, Same Subject

1. The referent memorandum was forwarded to you in response to an action item arising out of the 1978 Program Review. In that memorandum, I promised to explore and prepare recommendations on additional ways to encourage the maintenance and enhancement of the proficiency of Agency professional employees. At this time we would like to share our early thoughts with you and offer a recommendation for further study.

2. We believe there are five areas which offer potential for maintenance of the professional qualifications of Agency professional personnel:

a. Formal Training (OTR, Component, and External). The key here would probably be some type of control to ensure that professionals, particularly more senior ones, receive formal updating in the substance of their professions on a regular basis. An extension of the DDA Senior Executive Management Proficiency (SEMP) program concept to the whole Agency deserves examination. I believe that periodic goals must be set for proficiency maintenance; otherwise, there will be the normal tendency to slough off the requirement.

b. Participation in Professional Gatherings. Of significance is the periodic notification to professionals of conferences and seminars of both general and specific interest. Some information on professional meetings is provided to the Office of Training who disseminates it to training officers, but there is no centralization of the notification function, nor in fact a central repository in the Agency for collection of all information in this area.

SUBJECT: Personnel Development/Training

c. Individual Professional Contacts. On a limited basis, people-to-people visitations by Agency professionals to those with similar professional interests in both the public and private sectors might have some merit. We would, of course, have to be mindful of the limitations of E.O. 11905, but we believe that the professional contact approach should be pursued and perhaps tried on an experimental basis.

d. Inter- and Intra-Directorate Professional Rotations. As you are aware, we have begun a senior-level rotation program on a limited scale within the DDA to provide selected professional employees with challenging assignments in other DDA offices. We feel this would create a new experimental dimension for most professional employees--particularly those with generalist backgrounds. Accordingly, an Agency-wide program of professional rotations should be considered. Perhaps there is even room for those with technical skills, say in engineering, to rotate across Directorate lines-- Office of Communications engineers to the DDS&T and so forth. We would like to complete the initial assessment of our DDA program (assessment begins three months after the rotatee has been in the job and includes an interview with me) before presenting a formal proposal to you on this subject.

e. Self-Help. While we feel that more publicity might attract additional customers to the OTR Media Center, publicity alone will not suffice, just as increased publicity about new acquisitions in the libraries will not motivate increased use. I feel we must find ways to motivate professionals to seek self-help and intend to pursue this point within the Directorate of Administration.

3. We believe there has to be a systematic way to ensure continuing professionalization of our employees and that the five areas discussed above could be the elements of a systematic

SUBJECT: Personnel Development/Training

approach. With your general concurrence, I would like to task the Office of Training (Center for the Study of Intelligence) to form a discussion group to more fully define the scope of the problem and to explore specific techniques to incorporate the above areas of proficiency enhancement.

4. I welcome your comments.

/s/ Michael J. Malantuk

John F. Blake

Distribution:

Orig & 1 - DDCI  
1 - ER  
✓2 - DBA Chrono, (Subject)  
1 - D/Pers

SUBJECT: Personnel Development/Training

STATINTL

ORIGINATOR:

A rectangular box with a black border, used to redact information. It is positioned to the right of the 'ORIGINATOR:' label.

29 DEC 1976

Date

| SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM   |                      |                          |                        |
|---|----------------------|--------------------------|------------------------|
| UNCLASSIFIED  |                      | CONFIDENTIAL             |                        |
| <b>OFFICIAL ROUTING SLIP</b>  |                      |                          |                        |
| TO  | NAME AND ADDRESS     | DATE                     | INITIALS               |
| 1   | EO/DDA               |                          | <i>[Signature]</i>     |
| 2   | ADDA <i>seen</i>     |                          | <i>[Signature]</i>     |
| 3   | DDA <i>seen</i>      |                          | <i>[Signature]</i>     |
| 4   |                      |                          |                        |
| 5   | Director of Training |                          |                        |
| 6   |                      |                          |                        |
| <input type="checkbox"/>  | ACTION               | <input type="checkbox"/> | DIRECT REPLY           |
| <input type="checkbox"/>  | APPROVAL             | <input type="checkbox"/> | DISPATCH               |
| <input type="checkbox"/>  | COMMENT              | <input type="checkbox"/> | FILE                   |
| <input type="checkbox"/>  | CONCURRENCE          | <input type="checkbox"/> | INFORMATION            |
|   |                      | <input type="checkbox"/> | PREPARE REPLY          |
|   |                      | <input type="checkbox"/> | RECOMMENDATION         |
|   |                      | <input type="checkbox"/> | RETURN                 |
|   |                      | <input type="checkbox"/> | SIGNATURE              |
| DDA 76-6427   |                      |                          |                        |
| <b>Remarks:</b> <i>HARRY!</i><br><i>PER MR. BLAKE —</i><br><i>Plunge ahead!</i><br><i>(see MR. KNOCK note.)</i> |                      |                          |                        |
| FOLD HERE TO RETURN TO SENDER   |                      |                          |                        |
| 25X1A FROM: NAME, ADDRESS AND PHONE NO.   |                      |                          | DATE                   |
| Approved For Release 2002/05/02 : CIA-RDP79-00498A000700050012-6<br>UNCLASSIFIED                                |                      |                          | EO/DDA<br>CONFIDENTIAL |
|   |                      |                          | SECRET                 |

Approved For Release 2002/05/02 : CIA-RDP79-00498A000700050012-6

Central Intelligence Agency

76-3181/13

Washington, D.C. 20505

1/8/77

DDA

Jack:

Thanks for the  
memo. Plunge ahead.



STATINTL